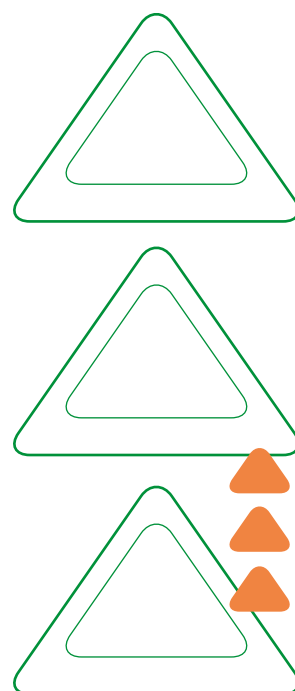




# APEC

## Women-led Start-Up Training Manual

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# CONTENTS

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<b>00</b>	<b>Introduction</b>	<b>01</b>
<b>01</b>	<b>Common Challenges for Startups and Women Entrepreneurs</b>	<b>04</b>
	—— 01 Common Challenges for Startups	
	—— 02 Common Challenges for Female Entrepreneurs	
<b>02</b>	<b>Seven Steps of Market Access</b>	<b>09</b>
<b>03</b>	<b>Five Things to Know Regarding Capital Access</b>	<b>20</b>
<b>04</b>	<b>Cases and Problem Solving</b>	<b>30</b>
<b>05</b>	<b>Information and Resources</b>	<b>34</b>
	—— 01 Resources	
	—— 02 Capital and Grants	

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**FOREWORD**





Women play an important role in entrepreneurial development. Around 38% of the SMEs in the APEC region are owned by women. Women entrepreneurship is on the rise worldwide; yet still, women are less likely to be entrepreneurs and face more obstacles in starting and expanding their businesses.

With the goal of enlarging female entrepreneurial participation and strengthening the business competitiveness of women-led startups, Chinese Taipei, with co-sponsorship of Malaysia, the Philippines and Thailand, proposed the APEC Women-led Start-Up Accelerator Initiative. The main focus of this project is to enhance the capability of female entrepreneurs and Women-led startups to secure their access to finance and market opportunities.

“Access to Capital” and “Access to Markets” are two essential elements crucial for the survival and sustainability of early-stage startup businesses, as well as more mature enterprises who seek to expand into foreign markets. By recognizing the challenges that female entrepreneurs may face, and seeking out possible resources that women-led startups could utilize, this project wishes to facilitate female entrepreneurs with information which they can refer to when developing their businesses in the future.

This APEC Women-led Start-Up Training Manual on Access to Market and Capital will serve as training material for the workshops held by **the APEC Women-led Start-Up Accelerator Initiative**, the training manual will include four main parts:

- **Common Challenges for Startups and Women Entrepreneurs**, addresses several common issues that startups and women entrepreneurs may encounter.
- **Seven Steps of Market Access**, gives the trainees of the workshop an idea of what enterprises need to prepare for before entering into a new market or build a more sustainable business in the current market.



- **Five Things to Know Regarding Capital Access**, lists advices to help the trainees gain better knowledge for capital acquirement and what they should prepare in order to boost security of capital for their enterprises.
- **Cases & Problem Solving**, provides three scenarios and invites the trainees of this workshop to consider how these challenges could relate to their own businesses as well as how they would react if they shall encounter these problems.

helpful in providing “Access to Market” and “Access to Capital” are listed as references for the trainees.



# Chapter 01

## **Common Challenges for Startups and Women Entrepreneurs**

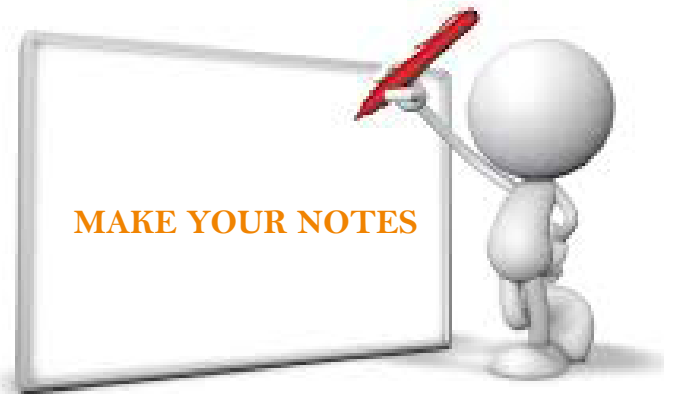
— 01 Common Challenges for Startups

—02 Common Challenges for Female Entrepreneurs



# 01 Common Challenges for Startups

In the world of startups, challenges are everywhere. Every year, over 50 million startups are launched world-wide, yet only 10% of which can survive to expand their businesses . Here are some common challenges for startups everywhere in the world



## 1/ Competition with Large Enterprises

Startups are often defeated by big companies when competing for customers and market share due higher production and management cost, lower brand exposure and staff specialization; the few advantages that startups have over large enterprises are their flexibility and creativity.

## 2/ Finding Suitable Co-Founders & Team Building

It is important for startups to find suitable co-founders and talents to support their team. Both business capability and mental comfort are important aspect of selecting Co-founders and team members. Those who possess the skills in strategic thinking, market research, product development marketing and promotion, personnel management as well as financial planning are capable in business; while those who possess common goals and share visions are important for mental support.

## 3/ Access to Capital

All startups face the challenge of insufficient fund in their early stage of development. Available funding is always limited while competitions are always intense. It is important for startups to seek suitable grants both domestically and internationally. Start-ups should be careful not to pursue overly risky projects, and be flexible about cooperation with potential investors.





#### **4/ Finding the Customer**

In able to maintain a long and sustainable business, startups must find their loyal customers and win their trusts. An important thing to keep in mind is that you don't need all the customers to buy your product, but you will always need some customers who always really like your product. A customer-centric mindset and practices, such as market survey, customer services and feedback are important for startup product/service development. For it allows startups to adjust themselves accordingly to the needs of their customers.

#### **5/ Legal Issues**

It is important for business owners to beware of their rights and obligations. Legal issues can emerge in all stages of development, like obligations with the government, agreements between co-founders, and contracts with partners and customers. Legal issues are extremely important and challenging to companies that intended to expand to foreign markets, for in oversea markets, a whole new set of rules will be enforced.

#### **6/ Cyber Security**

For startups, especially those who operate online, data is important asset that needs to be safeguarded from hackers. To ensure digital resilience, startups needs to understand their cybersecurity requirements, formulate plans to deal with cyber risk, apply required hardware and software, and most importantly train their employees and raise digital awareness.

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1 Indicators of Startup Failure, International Scientific Journal "Industry 4.0", Year II, Issue 5 (2017)



## 02 Common Challenges for Female Entrepreneurs

In the world of businesses, there should be no distinction between male and female entrepreneurs, however, women entrepreneur and their companies face greater social pressure comparing to their male counterparts and has restricted many potentials for the developments. Here are some common challenges for female entrepreneurs:

### 1/ Social expectation and Mental Frustration

Most society in the world are built upon a patriarchal system. Traditionally, men are expected to hold more power, have more achievement and play “leading” roles, while women only play supportive roles and maintain stability of the family. Women entrepreneurs sometimes face the challenges of not being taken seriously by their male counterparts, and their credibility are deprived just because of their gender. This can create a sense of exploitation and frustration, further restricting the full potential of women entrepreneurs and hindering their motivation of continuing their businesses.

### 2/ Access to Capital and Lack of Investor Confidence

Generally, it is harder for female entrepreneurs to acquire funds comparing to male entrepreneurs. Investors will only invest in companies they have strong confidence. Due to social expectations, and given impressions associated to female entrepreneurs, including lack of base funding and support networks, capability of female entrepreneurs is often under-looked, and tend to be asked “prevention” questions rather than “promotion” question in fundraising. These can lead to bad impressions, thus, making fundraising more difficult for women entrepreneurs to achieve.

According to the VC Female Founders Dashboard by Pitchbook in 2019, companies founded solely by women garnered only 2.7% of the total capital invested in venture-backed startups in the US, while the rate for companies with both male and female founders are only 12.3% .

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2 Pitchbook (2020). VC Female Founders Dashboard. Retrieved from <https://pitchbook.com/news/articles/the-vc-female-founders-dashboard>



### **3/ Balance Between Family and Business**

In patriarchal societies, taking care of the family is considered to be women's responsibility. For women entrepreneurs, work-life balance can really become a problem. Even after a long day of work, they could not rest, and will have to immediately switch to the role of caretakers once they got home. Making women entrepreneurs more likely to be over exhausted, overworked than men, and tend to have less social connection opportunities than male entrepreneurs.


Women entrepreneurs often have to increase their capability to stay competitive. Time management is an essential skill that woman entrepreneur should learn and expert to strike a balance between family and business.

### **4/ Mentor and Role Model**

The field of entrepreneurship is often male dominated. This would be a challenge for women entrepreneur, for they cannot find suitable women entrepreneur mentor and role model during their career development. Although male mentors and role models can provide insights for women entrepreneurs, there will always exist a fundamental gender difference.

### **5/ Communities and Business Network**

Having a powerful business network is key to success in any business. In a well-connected business network, entrepreneurs can exchange information as well as finding resources they need to help their businesses. Due to the difficulties mentioned in the previous point, it is comparatively harder for women entrepreneurs to establish well-connected business networks and will be more difficult to find the help they needed. Therefore, it is important for women entrepreneurs to build up women for women, community base support networks, which can include the spouse and family of the women entrepreneur, related community members as well as other women entrepreneurs, to strengthen each other and share resources through community empowerment.



# Chapter 02

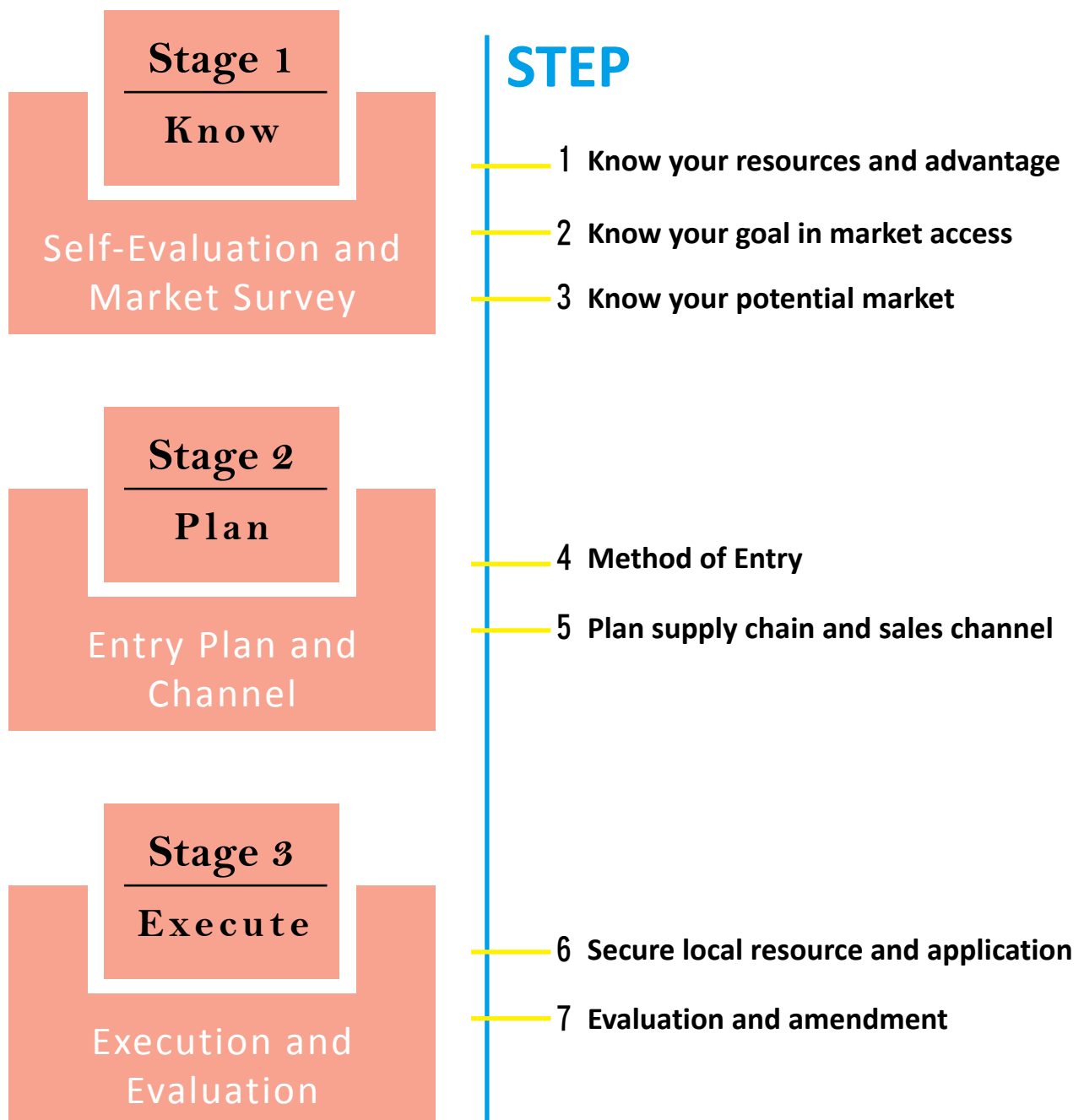
## Seven Steps of Market Access





Market access refers to the ability of a company to sell their products or services across a certain market. Although the term can sometimes apply to the ability of an enterprise to do business in their domestic border, most of the time the “market” refers to the foreign market in international trade.

In this training manual, we apply the principle of “5W1H” to the different stages of the market access, and can come up with a roadmap on what should be taken into consideration in each stage of development as the “Seven Steps of Market Access”





# Stage 1 KNOW

## STEP01 Know Your Resources and Advantages

It is very important to know Who you are, and What is your art of trade before considering expansion oversea. You should understand the potential, strengths and weaknesses of your own business, as well as resources that you can utilize when developing your business.

01. Know Your Resources and Advantage				
	Who	What	When	Where
Questions to Ask	Company Strength/Weakness	Characteristic/ Scale of business	Time of Establishment	Current Production/Market
	Team’s Strength/Weakness	Special Resource/Cost (Tangible resources, intangible resources, human resources)	Stage of Development	Current Service Location
	Current Partner/Competitor	Market Advantage/Disadvantage (Core Capability of Company)		
Your Advantage				
Your Disadvantage				

It is especially important to point out that knowing your own weakness is as important as to know your strength. If there are structural difficulties that you cannot overcome, you should avoid risking your business into disastrous scenarios.



# Stage 1 **KNOW**

## STEP02 Know Your Goal in Market Access

After self-evaluation, you should consider Why you want to expand, and What is your main goal on expanding to a foreign market. Developing new markets and bringing in new revenues are the main considerations for most companies, but some may also seek market access as a means of diversifying risks in domestic market, or expanding services for existing clients. Setting your essential goal is very important to the development of the later steps of market access and shall always be the criterion for later procedures.

02. Know Your Goal in Market Access	
Examples	(Bringing in New Revenues)
	(Diversifying Risk in Domestic Market)
	(Expanding Oversea Services for Existing Clients)
Your Goal	



# Stage 1 KNOW

## STEP03 Know Your Potential Market

After clarifying your goal, the next step is to do market research on your target market and evaluate the market acceptance of your product/service:

03.Know Your Potential Market					
Background Research	Target Product, Market Volume, Trade Statistics Exported and Imported Goods				
	Who	What	When	Where	
Questions to Ask	Potential Costumer	Target Market Industry Ecosystem	Special Market Characteristic Regarding Time (Seasonal, Special Holidays...etc.)	Special Market Characteristic Regarding Location (Market Distance, Environmental Characteristics... etc.)	
		Complements/ Substitutes for Your Product			
	Potential Partner (e.g. Suppliers)/ Competitor	Regulation Regarding Industry			
		Consumption Pattern			
Potential Challenge					
Solution to Potential					
Does it Help with Your Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No					





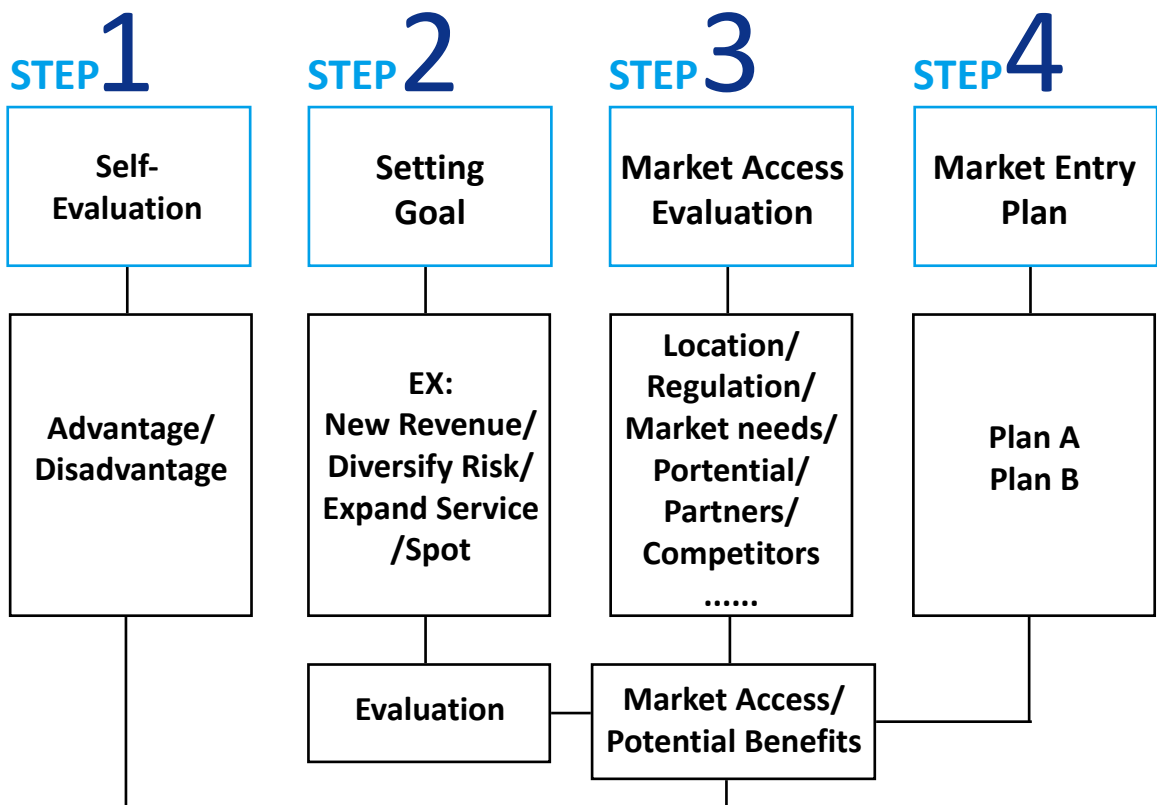
# Stage 1 **KNOW**

During this step, you should always evaluate your company with scenarios that may occur in the target market base on your market research. The advantage, disadvantage and resources of your company, as well as that of your potential partners/competitors should always be taken account of while your goal should be essential on making the final decision.





# Stage 2 PLAN





# Stage 2 PLAN

## STEP04 Method of Entry

The big question here is How will a company access the target market. There are several ways that your company can interact with the new market:

04. Method of Entry	
Example Methods	Explanation
Direct Export	Having an agent and distributor to sale product director in target market.
Licensing	Transfer the right to use of a product/ service to another firm in target market.
Franchising	Giving the right to sell product/ service under the company's name (ex. MacDonald's) in target market.
Partnering	Cooperate with local partner companies to achieve market access.
Joint Ventures	Work with partners to create a third entity to manage business in the target market (ex. Sony/Erikson).
Buying a Company	Taking ownership of a company that already exist in the target market.
Piggybacking	Approach large domestic firm involved in international markets to incorporate your product/ service into their package.
Turnkey Projects	Work with local government to provide product/ service.
Greenfield Investments	Buy land, build facilities and operate business in the target market.

The position that this market plays in your business will affect the cost and revenue of your company, partners that you have to work with in the target market, legal and administrative procedures in the future, as well as the social impact on citizens of domestic and foreign economies. The method of entry and the structural planning should be chosen wisely and be in line with your market access goal.



# Stage 2 PLAN

## STEP05 Plan Sales Channel and Supply Chain

As you make your entry plan, consideration regarding the sales channel and supply chain of your product/service should be made. The manufacturing sales cycle of your product or provision and promotion of your service should also be inspected. In this case we can ask the questions as followed:

05. Plan Sales Channel and Supply Chain					
	Who	What	When	Where	How
Questions to Ask	Target Costumer	Product/ Service to Provide	Market Access Timetable (Execution, Contact, Application)	Service Location and Logistic	Production/ Market Relation
	Key Partner	Foreseeable Advantage			Exit Mechanism
	Required Staff/ Team	Manufacturing/ Logistic/ Sales Procedure			
Is it In line with Your Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No		Do You Have a Method of Evaluation and Exit Mechanism? <input type="checkbox"/> Yes <input type="checkbox"/> No		Is it In Line with the Feedbacks of Potential Partner? <input type="checkbox"/> Yes <input type="checkbox"/> No	

By answering these questions, you will be able to inspect the process of How your product/service will be provided in the target market. Gain better ideas of the resources that you need and the challenges that you may have to face in the future.

The relation of production and market and supply chain is especially important for business which sales products. A company can produce the product domestically and export the product, or it can choose to produce the product directly in the foreign market. How to plan your supply chain will be based on your market access goal.



# Stage 3 EXECUTE

## STEP06 Secure Local Resources and Execution

Before launching your product/service in the target market, you would have to go through the administrative application required by the local government. It is best to have legal assistance from local advisors on regulation regarding your industry.

Local resources, such as service location, human resources, business partners, hardware and software have to be secured, while a system of customer data management and after-sale service should be established. Other than that, data security and digital resilience should be enhanced.

### 06. Secure Local Resources and Execution

Resources	Human	Property	Services	Local Partners
Examples	Staff & Employee	Factories, Service Location and Other Facilities	Legal Assistance, Customer Database Management and Data Security	Supply Chain, Sales Channel and Potential Investors





# Stage 3 EXECUTE

## STEP07 Evaluation and Amendment

After launching your product/service in the target market, it is best that every once in a certain period of time you make an evaluation of how your company is doing in the new market. Once you have gathered sufficient information and experiences from actually launching in the target market, adjustment and amendment should be made to help you better realize your essential goal. In the cases that the performance of your market access cannot meet any aspect of your essential goal and that adjustments are very difficult; it may be wise to consider the exit mechanism.

The overall process of market access should be evaluated as well, the strengths and weaknesses of your company should be review to provide a reference for the future.

### 07. Evaluation and Amendment

Are You In line with Your Goal?

☐ Yes

☐ No

Problems that  
Occurred

How to Fix These  
Problems



# 03

Chapter

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## **Five Things to Know Regarding Capital Access**



## Five Things to Know.....

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“Capital” refers to the financial resources that a business requires to normally operate. The ability to gain access to these resources is essential for any enterprise to stay in business. It is important to know that the “Capital” can come from various sources, which can be very different in each stage of a company’s development. Although there is no standard procedure to guarantee funds for an enterprise, there are certain issues to be taken into consideration. In this section, we will be discussing “Five Things to Know Regarding Capital Access.”



### 1st Thing to Know

#### Process of Obtaining Capital

##### ● Timing

Fundraising can be time consuming. An enterprise shouldn’t wait until they urgently need the resources before fundraising. A startup should always be aware of how much fund they have and how long these funds can support the company in its operation. It is best that startups always reserve funds that can keep them in business for at least 12-18 months and should always look for funds no less than 6 months before the pool runs dry.

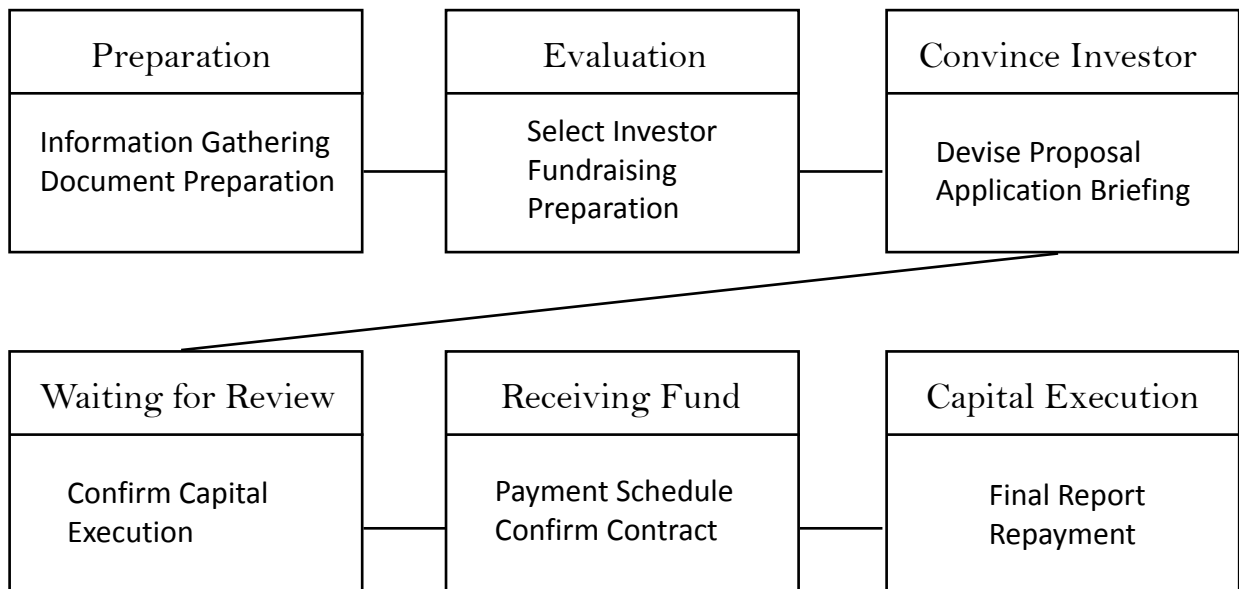
Having sufficient funds in reserve also helps with obtaining new funds in the future. Investors would not want to invest companies that have troublesome financial status. The more time a company can guarantee their operation, the lower risk for the investors.

##### ● Preparation and Fundraising

funds that are eligible and where to get them before entering in the certain stage of development. Early preparation at the right time can avoid confusion in the future. Normally fundraising can easily take up to 6 months, if not more, so it is always best to be prepared.

The procedure of preparation and fundraising can be visualized as below:





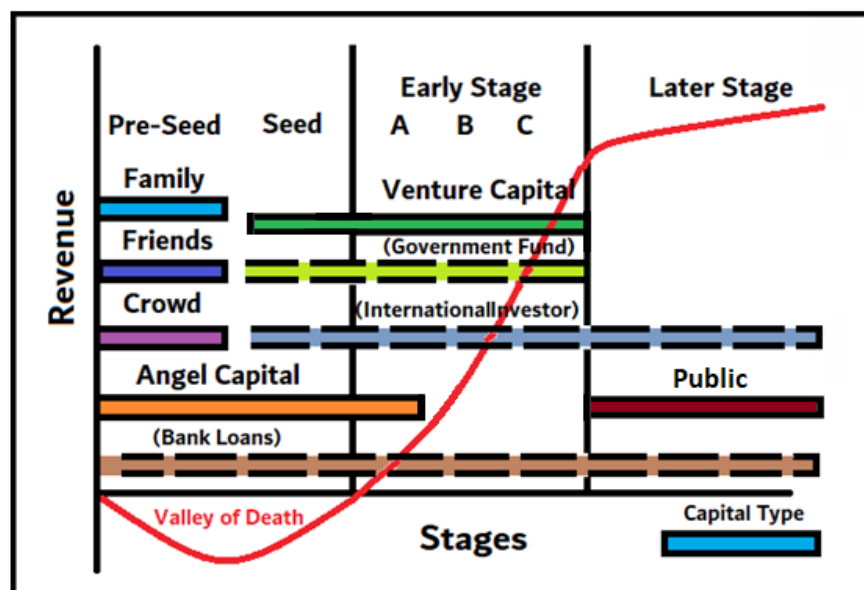
### ● Build Connections

It is important to always build connections and expand one's network. In different stages of development, an entrepreneur will have to work with different partners and find different sources of capital. It is never a bad idea to have friends, as friendly connections may one day become a source of potential partners or even investors.

## 2nd Thing to Know

### Where You Stand & Where to Look

Companies need to be aware of what stage of development they are in and what are the source of capital for enterprise in that particular stage. In general, there are three stages of startup development, the revenue and main capital source of each stage is illustrated as the picture below:





The table below shows the various source of capital, their pros and cons and the risks that comes with them:

Initial Stage			
Round	Revenue	Main Source of Capital	Characteristic
Pre-Seed	Negative revenue, decreasing	Friends/ Family	<ul style="list-style-type: none"> <li>● Pros: Easy to receive, little or no interests.</li> <li>● Cons: Pressure and expectation from interpersonal relation may affect personal relations and friendship.</li> <li>● Risks:               <ol style="list-style-type: none"> <li>Clarify rights and obligation, for example interests, repayments, future relation...etc., to avoid conflict or hurting personal friendship.</li> <li>Sign a promissory note, to prevent future conflicts.</li> <li>Friends and Family may have opinion on how the enterprise was run, there may be difference on opinions.</li> </ol> </li> </ul>
		Crowdfunding / General Public	<ul style="list-style-type: none"> <li>● Pros: No need of official business proposal, audit and invoice, will not lose the share of the enterprise, capital can flow in before actual production, good marketing channel for the future.</li> <li>● Cons: Credits will be lost if production does not meet the expectation of the crowd funders. Fundraising may guarantee future discounts, may decrease revenue in the future.</li> <li>● Risks: Crowd funding is only a tool and channel to receive capital, rigorous marketing is required for future development.</li> </ul>
Seed	Negative revenue, increasing	Angel Investor	<ul style="list-style-type: none"> <li>● Pros: Angel investors are usually successful entrepreneurs, startups or VC, they can not only provide the business only with the resource, but also good connection, which is essential for early startups.</li> <li>● Cons: Low financing amount and short investment period.</li> <li>● Risks:               <ol style="list-style-type: none"> <li>Beware of the corporate image of the investor and legal status for the fund.</li> <li>Beware the operational status of investor and cashflow.</li> <li>Be attention to the influence that the investor has on your company and whether or not the request of repayment is reasonable (for example for the share of the company).</li> </ol> </li> </ul>



Early Stage			
Round	Revenue	Main Source of Capital	Characteristic
Series A	Positive revenue, fast growth	Venture Capital	<ul style="list-style-type: none"><li>● Pros: VC will have the capital an enterprise need, the profession to help an enterprise grow and confront risks, as well as the knowledge of what challenges and difficulties an enterprise will face as it develops.</li><li>● Cons: VC aims to profit from the investment and may have a stricter contract.</li><li>● Risks: Must consider the consequence of all items in the contract, for example "Priority Liquidation Right", "Priority Purchase Right" and "Financial Prerequisites", etc.</li></ul>
Series B			
Series C			

Later Stage			
Round	Revenue	Main Source of Capital	Characteristic
IPO	Positive revenue, slow growth	Public	<ul style="list-style-type: none"><li>● Pros: Can raise funds from the public, good liquidity (stocks), listed enterprises have better reputation.</li><li>● Cons: Need to disclose business information, reduce operating efficiency, company's operations it affected by shareholders.</li><li>● Risks: The IPO is only one part of the company's capital replenishment. The focus of the enterprise will still be on increasing "company growth" and improving "consumer experience." IPO should be carried out on two tracks without affecting the original business.</li></ul>



Round	Revenue	Main Source of Capital	Characteristic
Other Capital		Bank Loans	<ul style="list-style-type: none"><li>● Pros: High flexibility, large sum of capital</li><li>● Cons: Banks tend to have stricter risk control, threshold for applicants will be higher, some banks have entrepreneurial loan business, which entrepreneur can specially apply.</li><li>● Risks: I. Beware of cashflow management, own fund ratio should not be too low. II. Loan conditions and offers are different from bank to bank. It is recommended to make comparisons and find the most suitable bank for your business.</li></ul>
		Government Funding	<ul style="list-style-type: none"><li>● Pros: No repayment nor interest rate.</li><li>● Cons: Cumbersome application process, limited quota.</li><li>● Risks: May affect normal business routine and affect enterprise operation, necessary to carefully evaluate and allocate human capital and resources.</li></ul>
		International Grants	<ul style="list-style-type: none"><li>● Pros: No repayment nor interest rate.</li><li>● Cons: Furious competition, must be well prepared.</li><li>● Risks: Necessary to assess whether the time and energy spent are cost-effective, application should not affect the business.</li></ul>



### 3rd Thing to Know

#### Risk and Evaluation

Depending on the source of capital, here are several possible risks that an entrepreneur should evaluate before fundraising:

- **Equity Structure**

Equity and share (or convertible note in earlier stages) of a company could be traded for capital and especially important for investors such as venture capitals. Thus, it is best that business owners know how much share of the company they hold or can influence through inspection of the company's equity structure before signing a contract. Any trade or change to the equity structure will affect the management power structure within a company. If the risks are not properly addressed, it may lead to negative consequences for the company.

- **Repayment Capability**

Loans often includes interests. Thus, the repayment capability of the company should be evaluated. Loans are often options for companies seeking urgent capital. However, the capability to repay the loan and its interest after the short-term crisis should always be considered. Miscalculation could lead to the vicious cycle of being heavily in debt while borrowing more loans in repayment.

- **Execution Capacity**

When applying for subsidy related funds (for example government subsidy funds), the capital is usually provided to accomplish certain projects. In this case, the practical execution ability of a project would be a subject of risk evaluation. If the project itself is not compliant with the overall goal of the company and that it will pose huge challenges to overcome, it is better to reconsider the deal. If a project is assigned to an inadequately prepared company, there will be high chances they will perform poorly and may need to pay back the fund due to their failure.

- **Time Risks**

Fundraising takes time, the results and the numbers are often different with the expectation. When an enterprise plan on how they are going to allocate their capital, they should consider the time they will need to raise new capital. The risk of time is a risk that a company should take into consideration regardless of the source of funds. It is very important for companies to be aware of how they are managing their cashflows and should make sufficient preparation and develop multiple capital sources to avoid unnecessary crisis due to failures to look ahead.



## 4th Thing to Know

### Difficulties in Access to Capital

Fundraising itself is a market with supply and demand between investors and investees. It is always quite difficult to find matching investors whose specific demands match with the investees and has the capability and willingness to provide funding. Here are some difficulties that an enterprise may face while searching for investors



#### ● Source of funding

The first difficulty of access to capital comes from searching for suitable source of funding. The enterprise might not be aware of the stage of development they are in and won't know where to look for fund. Even if they do know what kind of capital they are looking for, much research and evaluation will still be needed to finding the right channel that actually provide the fund.

#### ● Expectation and Requirement

Different investors will have different expectations. Venture capitals prioritize potential growth. Banks are convinced only if the capability to pay back is ensured, while crowd funders want the product/service they desire to be provided. To be invested, a company needs to meet many expectations and requirements, such as years of entrepreneurship, enterprise size, output value, business owner qualifications, whether or not one has participated in a project, etc. When fundraising, business owners should evaluate their own qualifications as well as the time and effort they need to prepare the documents required.

#### ● Proposal and Competition

After selecting the source of capital, the next challenge an enterprise has to face is devising a proposal and to compete with other competitors. In this process, the enterprise has to present their best offer to the investor and try to convince them to give them the capital they need. There are many different ways on writing a successful proposal, but we suggest that key points in the proposal should be clear, and that it needs to catch the attention of its reader early on. No one wants to read a lengthy and boring proposal, even if it includes much detail.

#### ● Time and Capital Execution

In some sources of fund (especially government related grants), there will be requirements that the applicants spend the fund on completing certain projects in a certain period of time. In this case, the applicant company will have less freedom on how they want to use the fund and will be face with the challenge on completing the project within the set timeline.



## 5th Thing to Know

### Difficulties for Women Entrepreneur

In the “She’s the Business” report by HSBC, in which over 1,200 entrepreneurs from Asia, Europe, the Middle East and the USA were interviewed on the issue of fundraising difficulties for women entrepreneurs, it was shown that female entrepreneurs on average raised 5% less than their male counterparts. The economy with the largest difference is the USA (-8%), followed by France (-7%) and the UK (-6%). It was shown that in all economies, women entrepreneurs need longer time to raise funds than men. For example, in Singapore, the average time for women entrepreneurs to raise sufficient funding is 9.1 months compared to 8.1 months for their male counterparts. In Hong Kong, China, the average time required is 9.7 months for women and 8.8 months for men.

There are plenty of reasons why it is harder for women to raise funds. According to Jean Clemons, a lecturer who teaches management communication at The Wharton School of the University of Pennsylvania, women are less likely to make requests about regarding jobs, raises, projects and engagements. The reason is that women are afraid such requests will make them appear negative, aggressive or pushy. In this case, the social expectation of women not requesting anything has affected the willingness and achievement of women entrepreneurs in fundraising .

Additionally, according to a research done by Dr. Dana Kanze from Columbia Business School, in the USA, women are more likely to be asked “prevention questions” than men, such as “How do you plan to defend your market share?”, “How do you realize your plan?” and “How do you balance your family and business?”. These prevention questions the challenges and failures of female entrepreneurs, they are pre-assumed and women entrepreneurs will have to fight an uphill battle to change these assumptions. On the contrary, men are more likely to be asked “promotion questions” such as “How to increase your revenue?”, “How much can your company grow in the next round?” and “What do you look for in your ideal business partner?”. According to the research, entrepreneurs being asked promotion questions are more likely to think positively when they answer the question and are 7 times more likely to receive funding from those who were asked prevention questions . This fact will limit the success of women entrepreneurs, even if they obtain the fund, it may be lower than their expectations. This will strengthen the prejudice of investors and lower the expectations of female entrepreneurs, causing a vicious cycle that hinders confidence and development of female entrepreneurs.



**With these difficulties in mind, here are some suggestions for woman entrepreneurs**

- **If you are facing prevention questions, you should accept the challenge and try to give an optimistic and positive answer with the information you hold.**
- **Actively build up your social network, find or become a role model. Having a strong social network is the key to success.**
- **Find out about the environmental and hidden obstacles, no matter which gender it targets or which gender it came from. Confront the structural challenge and vicious cycle in the fundraising environment, work together as a team, and overcome the difficulties.**


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3 HSBC Private Banking (2019), SHE'S THE BUSINESS.

4 Knowledge@Wharton, "Winning Negotiations: Why 'Women Don't Ask'" (2014)

5 Dana Kanze, Laura Huang, Mark A. Conley and E. Tory Higgins (2018), "We Ask Men to Win and Women Not to Lose: Closing the Gender Gap in Startup Funding", Academy of Management Journal Vol. 61, No. 2





# Chapter 04

## Cases and Problem Solving





## ○ CASE ONE

### **Woman in a Male Dominated Business**

Grace is a construction enterprise owner. However, the construction industry is very male-dominated. 90% of all her staff and employees, as well as business partners and competitors are all male. Women only play a minor supportive role in her industry.

### **Questions for Yourself**

- As a women entrepreneur what are some of the challenges that Grace might encounter as she develops her business?
- In your business, have you ever encountered gender-based pressure, how do you deal with them?
- What do you think are important resources that can help women entrepreneurs in male dominated businesses?



## ○ CASE TWO

### Market Access under Supply Chain Restructuring

Andrea is a nonwoven fabric business owner. With the shift of international division of labor, restructuring of the supply chain and the raising of the manufacturing industry in neighboring Economies, domestic nonwoven fabric businesses faced huge challenges from new competition. Although Andrea is able to produce high-quality nonwoven fabric, her revenue continues to drop. Under such pressure, Andrea decided to undergo enterprise transformation and access to foreign markets.

### Questions for Yourself

- If you are Andrea, what key conditions will you consider when you try to find a suitable market?
- With these conditions in mind try to evaluate Andrea's market access scenario:

	Who	What	When	Where	How
Questions to Ask	Target Costumer	Product/ Service to Provide	Market Access Timetable (Execution, Contact, Application)	Service Location and Logistic	Production/ Market Relation
	Key Partner	Foreseeable Advantage			
	Required Staff/ Team	Manufacturing/ Logistic/ Sales Procedure			Exit Mechanism

- Have you ever tried to expand your business? What are some key difficulties you face or might face? How did you solve them or intend to solve them? How do you think accelerators can help you?



## ○ CASE THREE

### Capital Access in a Family Business

Tracy is the second-generation successor of a bio-medical enterprise. To conduct further medical research, increase quality of the product and revolutionize the hardware and software of the facilities, Tracy would need a large sum of capital. However, since she runs a family business and that her family is quite conservative and do not want the business to be owned by someone else, her ways to fundraising has many restrictions.

### Questions for Yourself

- If you were Tracy, what source of capital would you choose?
- From your own experience, have you faced any restriction during your fundraising? How do you encounter these restrictions and gain the funds you need?
- As a female entrepreneur, have you ever face any difficulties in raising funds? What are some tips to solve these difficulties?

# 05

Chapter

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## Information and Resources

— 01 Resources

--- 02 Capital and Grants



# 01 Resources

-1

## ● Young Social Entrepreneurs (YSE)

/ <https://www.sif.org.sg/our-work/gb/yse/about>  
(Open to youth of different economies to embark on social enterprises)



If you have a social enterprise idea, we want to help you make it happen! Participants will learn from leading social entrepreneurs, business professionals and other youth who are keen on social innovation, while expanding their networks for potential collaborations for good.

You do not need to have a registered enterprise before applying, as long as you have a viable idea! We welcome ideas from all over the world, and we want to help you launch it in Singapore, Asia or beyond.

## ● Winning package

- Up to SGD \$20,000
- Mentorship
- Overseas study visits

Eligibility criteria	YES	NO
Do you have a business proposition that addresses a social issue?		
Are you a committed individual or do you have a team (up to 3 members)?		
Are you between 18 to 30 years old (open to all economies)?		
Is your social enterprise less than 1 year old?		
Is your social enterprise not for-profit?		

## ● If you have 5 YES answers – you are eligible for the award!

You can find more information and submit your application on the website:  
<https://www.sif.org.sg/our-work/gb/yse/about>

## ● Contacts

- Send your questions/inquiries via yse @sif.org.sg



## ● **SDGs& Her Competition 2020 for Women Entrepreneurs**

/ <https://reurl.cc/Nj3N3e>



SDGs&Her is an online competition for women entrepreneurs to showcase how they are supporting the Sustainable Development Goals (SDGs) through their business operations.

### ● **Winning package**

- **Leadership training, mentoring**
- **Be flown to Washington DC, for an event at the World Bank Group-IMF Spring Meetings in April 2020.**

<b>Eligibility criteria</b>	<b>YES</b>	<b>NO</b>
Are you a woman owner of a business that has been in operation for at least 3 years		
Do you own a micro-enterprise, with at least 1 and no more than 9 employees		
Do you Have loan eligibility of under USD \$10,000 or annual sales of under USD \$100,000		
<b>OR</b>		
Do you own a small-enterprise, with at least 10 and no more than 49 employee		
Do you Have loan eligibility of under USD \$100,000 or annual sales of under USD \$3,000,000		

- **If you have 3YES answers – you are eligible for the award!**



## ● Global Association of Women in Payments

/ <https://www.womeninpayments.org/>



Women in Payments is a global network for women, by women. We work in a male-dominated industry, but together, we can shift that tide. We're here to help you take your career in payments further by creating a supportive and empowering community that fosters tremendous growth.

Form meaningful connections with other women in payments, gain fundamental skills, and get ahead of industry trends.

If you're an ambitious woman in payment services, card schemes, banking, treasury, or fintech, or are a woman entrepreneur, we'd love for you to join us.

## ● Mentorship

- **Successful applicants will be paired with a senior professional mentor from around the world**
- **Regular confidential discussions with mentors, covering a range of career development topics curated by their Global Mentorship Council personalized to individuals by their mentors**

Eligibility criteria	YES	NO
Do you have a defined short- and medium-term career path goals?		
Do you have something to accomplish by participating in this program?		
Do you have a reason why you would like to be considered for this program?		

## ● Contacts

- For press, media kits or interview related questions: [info@womeninpayments.org](mailto:info@womeninpayments.org)
- For inquiries: <https://www.womeninpayments.org/get-in-touch>



## ● Cartier Women's Initiative

— <https://reurl.cc/Nj3N3e>



The Cartier Women's Initiative is an annual international entrepreneurship program that aims to drive change by empowering women impact entrepreneurs. Founded in 2006, the program is open to women-run and women-owned businesses from any Economies and sector that aim to have a strong and sustainable social and/or environmental impact.

## ● Winning package

- USD 3,000-10,000 prize money
- Mentorship
- Ongoing support for the further growth and development of the finalists' businesses

Eligibility criteria	YES	NO
Do you have a business proposition that addresses a social issue?		
Is your business for-profit?		
Is your business in its early stage?		
Is your business currently generating revenue from the sale of its products/services for at least 1 year?		
Does your business meet at least one of the United Nations Sustainable Development Goals (SDG)?		
Is the main leadership position filled by a woman?		
Are you above 18 years old (open to all economies)?		
Are you proficient in English?		
Are you willing to commit 3-4 hours/week to participate in the program?		

● If you have 5YES answers – you are eligible for the award!

## ● Contacts

- For inquiries: [contact@cartierwomensinitiative.com](mailto:contact@cartierwomensinitiative.com)



## ● The Women's Foundation Mentoring Programme for Women Leaders



/ <https://twfhk.org/node/2245/about>

Since 2009, over 800 women have participated in TWF's highly acclaimed Mentoring Programme for Women Leaders. Throughout the year-long programme, participants benefit from personal and professional development through their one-on-one mentoring journey complemented by peer-to-peer learning, mentoring circles, inspirational talks, panel discussions, skills-enhancement workshops and networking events.

The ultimate goal of the Mentoring Programme is to increase the number of women in policy and decision-making roles across sectors.

### ● Mentorship

- **One-to-One Mentoring:** Mentors and Protégés are matched according to common goals, motivations, interests and professions.
- **Peer to Peer Mentoring:** participants will be given the chance to connect and engage with a wide network of women from different industries. Peer-learning, in the form of both formal and informal activities, allows participants to form both a robust professional network as well as long-lasting friendships.
- **Group Mentoring:** The TWF Group Mentoring is the third strand of the mentoring programme where protégés and mentors share their challenges and expertise in 10 groups of 10. The content delivery channels will range from webinars to bite-sized videos.
- **Leadership Skills Sessions:** provides participants with the opportunity to participate in specially tailored workshops on topics such as executive presentation and communication skills, developing resilience, positive mindset, and online branding. Through these workshops, participants receive individualized and actionable feedback from industry experts, with the ultimate aim of developing their interpersonal and personal leadership skills.

### ● Contacts

- For inquiries: [info@twfhk.org](mailto:info@twfhk.org)

## ● **The British Chamber of Commerce in Taipei: Women in Business Mentorship Programme**

http://www.bcctaipei.com/committees/rb1/



The BCCT Women in Business Committee aims to become a resource for the support, sharing, education, and research of issues for Women in Business in Chinese Taipei. The British Chamber of Commerce Taipei launched its first Women in Business Mentorship Programme in 2018. Over a six-month period, 30 women will form a dedicated support network for professional and personal development. 15 mentors and 15 mentees will be selected and paired based on what they want to achieve and meet regularly to work towards those goals. The process will be assisted and supported by the BCCT Women in Business Committee. The mentorship programme is one way that you can take tangible steps to building greater diversity in business by connecting and supporting women as Mentors, Mentees, and Sponsors.

### ● **Objectives**

- **Opportunity to learn from and be inspired by industry leaders.**
- **Opportunity to seek career guidance**
- **Confidence building.**

Eligibility criteria	YES	NO
Do you have 1 to 3 years of working experience?		
Are you motivated to improve yourself and be eager to learn and share?		
Are you committed to attend at least 1 mentor session per month with your mentor?		
Are you committed to attend key programme events (Pre-launch workshop, Opening Event, International Women's Day Forum and Graduation Ceremony)?		
Are you willing to do 2 interviews/testimonials with your mentor/mentee during and at the end of the programme?		

### ● **If you have 5 YES – you are eligible to apply**

#### ● **Contacts**

- For more program information (handbook from 2019): <http://tiny.cc/kbh2mz>
- For inquiries: [info@bcctaipei.com](mailto:info@bcctaipei.com)



## ● Cherie Blair Foundation for Women: Mentoring Women in Business Programme



https://cherieblairfoundation.org/programmes/mentoring/

The Mentoring Women in Business Programme was born from the belief in the power of mentoring, a passion for technology, and a view that community is a powerful force for change. By forging these elements together, the Foundation created a new way to support women entrepreneurs around the world.

### ● Benefits for mentees who joined the mentoring program

- Increase business profits or improved their communication skills
- Determine their own goals and work towards these with support
- Gain marketing and communication skills
- Gain skills in business planning and strategy experience
- Increase their personal networks

Eligibility criteria	YES	NO
Are you running your own business or about to launch a business in the next three months?		
Are you a woman from – and living in – a low- or middle-income economy?		
Are you proficient in English (at an intermediate level or above)?		
Are you nominated by one of our partner organizations?		
Are you able to meet with your Mentor online at least two hours a month (using video calling platforms)?		
Are you willing to complete four feedback questionnaires during the programme?		
Are you able to access the internet and send emails to your Mentor every week?		
Are you passionate about working with a Mentor to build your skills and confidence, and achieve key learning objectives?		
Are you keen to contribute to an international community of entrepreneurs?		



-7

- **If you meet the above criteria, you are eligible to apply**

- **Additional information:**

- Mentoring program partners: <https://tinyurl.com/votnccr>

- **Contacts**

- For inquiry: <https://cherieblairfoundation.org/contact/>



**Find the resource that can help your company!**



## ● Google AD Grants

/ <https://www.google.com/grants/>  
(Open for non-profit organizations)



Google Ad Grants programs are designed to help people connect with causes to make a greater impact on the world. This initiative will provide you with online advertising solution that allows sharing your mission with greater audience all over the globe, attract volunteers and fundraise to fulfill your goals - the lifeblood of every non-profit.

## ● Winning package

- **\$10,000 USD of in-kind advertising every month from Google Ads, an online advertising solution from Google.**

Eligibility criteria	YES	NO
Is your organization must hold valid charity status?		
Do you acknowledge and agree to Google's required certifications regarding nondiscrimination and donation receipt and use?		
Is your organization have a high-quality website that meets the Ad Grants website policy?		
Do you get approved through the Ad Grants pre-qualification process after your organization is enrolled in Google for Nonprofits?		

## ● If you have 4 YES answers – you are eligible for the award!

## ● Contacts

- Send your questions/inquiries via a contact form on the website.

## ● **Women Initiative Foundation: Women's Business Mentoring Initiative**



— <http://women-initiative-foundation.com/en/about-mentoring/>  
(eligible for French and North Americans)

Mentoring programs for women entrepreneurs

Through its voluntary mentors, Women Initiative Foundation provides a toolkit of skills and strategies that can be used in all the stages of a new company's growth.

Our mentors are women and men who have succeeded in their own businesses and are experts in their fields. Each mentoring relationship is tailored to the entrepreneur's unique needs and objectives.

### ● **Benefits for mentee**

- **Regular and tailored discussions with their Mentors over a period of 6 to 9 months**
- **WIF mentors are women and men who have succeeded in their businesses and careers and are experts in their fields**
- **Supported in this experience by the Women Initiative Foundation.**
- **Networking opportunities**

### ● **Contacts**

- For inquiry
  - France: [contact@women-initiative-foundation.com](mailto:contact@women-initiative-foundation.com)
  - USA West Coast: [n.godard@women-initiative-foundation.com](mailto:n.godard@women-initiative-foundation.com)
  - USA East Coast: [ac.worms@women-initiative-foundation.com](mailto:ac.worms@women-initiative-foundation.com)



## ● **Tory Burch Foundation: The Fellows Program**



/ <http://www.toryburchfoundation.org/fellows/>  
(eligible for Americans)

The Tory Burch Foundation advances women's empowerment and entrepreneurship in the United States by providing access to capital, education and digital resources. The Tory Burch Capital Program, powered by Bank of America, has distributed more than \$46 million in loans to more than 2,500 women entrepreneurs.

### ● **Winning package**

- **A one-year fellowship with the Tory Burch Foundation**
- **A trip to Tory Burch's headquarters in NYC for a five-day workshop**
- **\$5,000 grant for business education**
- **A group of 10 Fellows will be invited to participate in Pitch Day to pitch their businesses**

<b>Individual Eligibility criteria</b>	<b>YES</b>	<b>NO</b>
Are you 21 years or older as of application due date?		
Are you a woman entrepreneur who owns a majority stake in a qualifying business and manages it on a day-to-day basis?		
Are you proficient in English?		
Are you a legal resident of the United States?		





-10

Business Eligibility criteria	YES	NO
Is your business for-profit (from any industry)?		
Is your business at its early stage (1-5 years of operations)?		
Is your business generating revenues (minimum of USD 250,000 and maximum of USD 500,000 annually)?		
Is your business formed under United States law and operating in the United States?		

- If you have 8 YES, you are eligible to apply
- Contacts
- <https://checkout.toryburchfoundation.org/Contactuswebsite>.





## ● Project Entrepreneur Program



— <https://projectentrepreneur.org/>  
(eligible for Americans)

<https://projectentrepreneur.org/>

The Project Entrepreneur Investment Readiness Program is designed for female founders who are eager to raise capital and scale their business. Led by experts and anchored in community, the three-month curriculum includes essential fundraising and skills-development education, from refining your business model to creating your strategy to negotiating your investment.

## ● Benefits

- **Three-month long expertly designed curriculum from female founders and mentors.** Each cohort session will be divided into two classes, each led by experienced founders, operators, and investors who will help you master a specific skill necessary for the fundraising process.
- **Access to a growing organization of 6,000 entrepreneurs, founders will also be spotlighted through Rebecca Minkoff's Superwomen initiatives.**

Individual Eligibility criteria	YES	NO
Are you 18 years or older as of application due date?		
Are you ambitious, creative, visionary, eager, and motivated		
Are you planning to raise a seed round within the next 18 months?		
Are you a legal resident of the United States with a U.S. business bank account?		
Are you available to attend The Project Entrepreneur Investment Readiness Program, for virtual sessions scheduled in April, May, and June 2020?		



Business Eligibility criteria	YES	NO
Does your startup have at least 1 founder that is a woman?		
Is your startup at least 50% female-owned?		
Does your startup have a viable product, service, or prototype of such product or service?		
Is your business formed under United States law and operating in the United States?		
Does your startup address a proven problem in a unique way?		

● If you have 10 YES, you are eligible to apply

● Contacts

— For inquiry: [projectentrepreneur2020@gmail.com](mailto:projectentrepreneur2020@gmail.com)



## ● Global Innovation and R&D Partnership Plan

/ <https://investtaiwan.nat.gov.tw/showPagecht10407292?lang=eng&search=10407292>



The Global Development Innovation Partners Project is promoted to connect with foreign companies that complement and have mutual benefits with Chinese Taipei's domestic industries, and to attract those foreign companies to come to Chinese Taipei and conduct innovative research and development operations by cooperating with Chinese Taipei's industries to build a domestic industry ecosystem; promoting the international innovative research and development cooperation further to create mutually beneficial results.

## ● Objectives

- Connect international corporations that complement and share mutual benefits with Chinese Taipei's domestic industries, encouraging those foreign corporations to participate in innovative research and development, and improve overall competitiveness by cooperating with Chinese Taipei's industries.
- Construct an international research and development system for domestic industries and promote international cooperation in innovative research and development, creating mutually beneficial partnerships between domestic and foreign industries.
- Build a domestic industry ecosystem and create industry value through the cooperation between foreign and domestic corporations

## ● Application Criteria

- Foreign companies that possess industry research and development experience have recognized by Chinese Taipei's laws and have registered a branch company in Chinese Taipei; foreign companies or research institutes that possess industry research and development experience and have legally registered a company in Chinese Taipei.
- The company must not be on the bank's black list, and the net worth of the company (shareholder equity) must be a positive value.



- The company must set up an R&D department in Chinese Taipei that has sufficient professional personnel and equipment for conducting research and development.
- The company's legal representatives and managers must not be investors as described in Article 3 of the Measures Governing Investment Permit to the People of Mainland Area.

- **Contacts**

- Tel: +886-2-2311-2031



## 02 Capital and Grants

-1

### ● Startup Terrace Selection Award

/ <https://www.startupterrace.tw/award>



### ● Focus areas

Smart buildings	Smart healthcare	Smart education	Smart energy saving	Smart business	Smart tourism
Smart transportations	Smart agriculture	Smart government	Smart disaster preventions	Smart security	Smart homes

### ● Winning package

- Up to NTD 900,000 for each case
- Special offers on office space and accommodation during 1 year of Startup Terrace membership

Eligibility criteria	YES	NO
Is your startup (domestic or foreign) legally established or registered?		
Does your startup aim to be developed within the Startup Terrace area (Chinese Taipei)?		
Is your business a startup (a newly established business)?		
Does your proposal establish an innovative field and develop innovative application services?		

### ● If you have 4 YES answers – you are eligible for the award!

You can find more information and submit your application on the website:  
<https://www.startupterrace.tw/award>

### ● Contacts

- Send your questions/inquiries via [hello@startupterrace.tw](mailto:hello@startupterrace.tw)  
 T. (886) 2-23692358, (886) 2-23957970 or a contact form on the website



## ● DBS Foundation Social Enterprise Grant



/ <https://www.dbs.com/foundation/our-support/grant-programme>

DBS Foundation Social Enterprise Grant provides grants to social enterprises who have a product market fit, demonstrated traction in sales and revenue, clear social impact and are ready to scale up.

- **Focus areas-** Social issues, topic differs every year
- **Topic for 2020-** Grant for Zero Food Waste Solutions

## Grant For Zero Food Waste Solutions



In 2020, we will be introducing a special category of grants for innovative businesses working towards Zero Food Waste.



Some examples of these solutions include technology, applications, innovations, products that reduce food loss along the supply chain as well as those that manage surplus food or upcycle food waste to value added products.



DBS Foundation will continue to award grants to SEs addressing other critical social issues.

## ● Winning package

— SGD 50,000 - SGD 250,000

Eligibility criteria	YES	NO
Have a business product/solution that has been validated in the market, as evidenced by revenue generation and/or traction in client acquisition, with clear plans to scale up business		
Be committed to a social mission and have a clear roadmap towards scaling social impact.		

## ● Contacts

— Email, live chat, call: <https://www.dbs.com.sg/sme/contact-us.page>



- **The Amber Grant**

— <https://ambergrantsforwomen.com/>



The Amber Grants began in 1998. It was launched by WomensNet to honor the memory of a young woman, Amber Wigdahl, who died at the age of 19 – unable to fulfill her entrepreneurial dreams. The Amber Foundation helps women start businesses and helps existing ones grow. The funding grants are small but very helpful in getting started. There is no requirement or expectation to repay the funds

- **Winning package**

— **\$4,000, eligible for an additional \$25,000 grant if Amber Grant is earned through November 2020**

Eligibility criteria	YES	NO
Applicants have to be female entrepreneur		

- **Contacts**

— [womensnetnet@gmail.com](mailto:womensnetnet@gmail.com)



## ● Cartier Women's Initiative



— <https://www.cartierwomensinitiative.com/>

The Cartier Women's Initiative, created in 2006, are a joint partnership project initiated by Cartier, the Women's Forum, McKinsey & Company and INSEAD business school to encourage women entrepreneurs.

## ● Winning package

- US\$100,000 grant
- A place on an INSEAD executive program
- International media exposure
- Networking and coaching opportunities

Eligibility criteria	YES	NO
Applicants have to be women (of any economy, sector of industry or economy)		

## ● Contacts

- E-mail: [contact@cartierwomensinitiative.com](mailto:contact@cartierwomensinitiative.com)
- Phone: +33(0)158181017



## ● Hyundai Start-up Challenge

/ <https://hscindonesia.id/>

Hyundai Motor Company and Seeds in collaboration with Instellar and ICCN are looking for social innovators in Indonesia. Hyundai Start-Up Challenge aims to discover and nurture young social entrepreneurs with innovative ideas and creative solutions to education, employment, and environmental problems.

● **Location(s)**- Indonesia

● **Focus areas**- Education, employment, environmental

### ● Winning package

- A grant of up to IDR 400 million  
(IDR 100 million for each top 10 startups and additional grants for the top 4 startups)

### ● Eligibility criteria

- Minimum 1 year in operation.
- Have a team of 3 members.
- Aspire to improve business plan and create bigger impact.
- Committed to join 5-month incubation program.

### ● Contacts

- E-mail: [admin@hscindonesia.id](mailto:admin@hscindonesia.id)

## ● EIC Accelerator (SME Instrument)



— <https://ec.europa.eu/easme/en/eic-accelerator-sme-instrument>

The EIC Accelerator (SME Instrument) is part of the European Innovation Council (EIC) pilot that supports top class innovators, entrepreneurs and small companies with funding opportunities and acceleration services. The main focus of the EIC Accelerator (SME Instrument) is on market-creating innovations that shape new markets and generate jobs, growth and higher standards of living.

## ● Winning package

- €0.5 million - €2.5 million grant
- Coaching
- Business acceleration services
- Mentoring

## ● Eligibility criteria

- Small or medium businesses (including young companies and startups from any sector)
- Have marketable innovation solutions
- For-profit
- Have ambitions to scale up

## ● Contacts

- Facebook: <https://www.facebook.com/EuropeanCommission>
- E-mail, Phone: [https://europa.eu/european-union/contact\\_en](https://europa.eu/european-union/contact_en)



## ● FedEx Small Business Grant Contest

/ <https://www.fedex.com/en-us/small-business/grant-contest.html>



The FedEx Small Business Grant Contest is a grant program by FedEx to award twelve (12) U.S. based small businesses with grants up to \$50,000 and up to \$7,500 in FedEx Office print and business services.

## ● Winning package

- Grand prize: One (1) winner of USD 50,000, plus USD 7,500 in FedEx Office print and business services
- Silver prize: One (1) winner of USD 30,000, plus USD 5,000 in FedEx Office print and business services
- Bronze prize: Ten (10) winners of USD 15,000, plus USD 1,000 in FedEx Office print and business services

## ● Eligibility criteria

- Applicants must be at least eighteen (18) years of age at the time of Entry Submission;
- The business must be currently active, lawful, have all necessary and required licenses and registrations
- Entrant/owner must be an authorized agent of the registered business
- The business must be in good standing as of the date of Submission and must remain so through the end of the Contest
- The business must have a valid 9-digit FedEx shipping account number
- The business must have no more than 99 employees on its payroll at the time of Submission (sole proprietors are considered as an employee and part-time employees are included)
- Neither the business itself or any owner of nor any investor in the business may be:
  - i. a previous FedEx Small Business Grant Contest Winner;
  - ii. a past or current member of the FedEx Entrepreneur Advisory Board;
  - iii. in any way affiliated with a franchised or direct seller business;
  - iv. or an authorized FedEx reseller;
- The primary purpose of the business must not be in competition with FedEx or any FedEx operating companies

- **Global Startup Competition (GSC)**  
by AngelHub & WHub



— <https://ecosystem.whub.io/gsc2020>

The Global Startup Competition (GSC) is a brand-new competition organised by AngelHub & WHub. GSC aims to find the best tech startups around the globe that are scaling in Asia and to unleash their full potential by providing them with visibility, network, and funding needed to grow.

- **Focus areas- Technology**

- **Winning package**

- Up to USD 10,000 cash prize and USD 1,000,000 equity investment
- Corporate partnerships, networking events across global network in Asia and EMEA as well as a Softlanding package into the Greater Bay Area

- **Eligibility criteria**

- Tech-enabled business
- Looking to scale into or already operating in Asia
- Looking to raise a minimum of USD 1,000,000
- Having a minimum viable product (MVP) & Initial Market Traction
- Passionate team & all co-founders committed full time

- **Contacts**

- E-mail: [info@angelhub.io](mailto:info@angelhub.io) or [hello@whub.io](mailto:hello@whub.io)



## ● Eileen Fisher Women's Business Grant

/ <https://www.eileenfisher.com/social-consciousness/grants-overview>



The Eileen Fisher Women-Owned Business Grant launched in 2004. It supports innovative, women-owned companies that are beyond the start-up phase and ready to expand their business and their potential for positive social and environmental impact.

### ● Focus areas- Environmental, societal

### ● Winning package

- Grant of USD 200,000 annually in amounts ranging from USD 10,000 – 40,000

### ● Eligibility criteria

- Be an IRS-recognized 501(c)(3) nonprofit organization
- Provide direct services (any services or value provided to a beneficiary group without an intermediary)
- Address one or more of the following key points:
  - o Increasing women's participation in decision-making. Nonprofits and applicable programs must be able to demonstrate how their programs lead to positive environmental outcomes in addition to improving women's representation.
  - o Training women and girls in climate change adaptation, mitigation and advocacy. Nonprofits and applicable programs must provide women and girls with knowledge, tools and access to contribute to climate change resiliency and/or advocate for improved climate change policies.
  - o Engaging women in the sustainable economy. Nonprofits and applicable programs must create opportunities for women to pursue livelihoods that elevate them as leaders in environmental solutions while improving their well-being and that of the planet.
- Program's mission focuses primarily on individuals who identify as female
- Executive leadership reflects the demographics of the program's beneficiaries
- Program has been generated by and/or co-designed with the communities it serves

### ● Contacts

- E-mail: [experience@eileenfisher.com](mailto:experience@eileenfisher.com)

## ● Google AD Grants



— <https://www.google.com/grants/>  
(Open for non-profit organizations)

Google Ad Grants programs are designed to help people connect with causes to make a greater impact on the world. This initiative will provide you with online advertising solution that allows sharing your mission with greater audience all over the globe, attract volunteers and fundraise to fulfill your goals - the lifeblood of every non-profit.

## ● Winning package

— **\$10,000 USD of in-kind advertising every month from Google Ads, an online advertising solution from Google.**

Eligibility criteria	YES	NO
Is your organization must hold valid charity status?		
Do you acknowledge and agree to Google's required certifications regarding nondiscrimination and donation receipt and use?		
Is your organization have a high-quality website that meets the Ad Grants website policy?		
Do you get approved through the Ad Grants pre-qualification process after your organization is enrolled in Google for Nonprofits?		

## ● Contacts

— Send your questions/inquiries via a contact form on the website.



## ● Small Business Innovation Research (SBIR)

— <https://www.sbir.org.tw/introSBIREN>



To encourage and assist domestic SMEs to engage in active technology research and innovation or product development, since 1999 the Small Business Innovation Research (SBIR) program has been launched in accordance with the "Regulations for Helping to Subsidize and Guide Industrial Innovation Activities by the MOEA." Through grants and subsidies provided by SBIR, the risks and costs borne by SMEs engaging in innovation and R&D activities will be reduced. The program encourages SMEs to carry out active innovation and helps expand private-sector investment in R&D so that the results and achievements will help the economy further its economic development.

### ● Focus areas- R&D for innovative technologies and services

### ● Winning package

- **Pilot Study/Preliminary Planning (Phase 1): NT \$1,000,000 total governmental subsidy for 6 months**
- **Value-Added Applications (Phase 2+): NT \$5,000,000 total governmental subsidy for 1 year**

Eligibility criteria	YES	NO
A Small Medium Enterprise (SME) established under Chinese Taipei's Company Law		
For-profit manufacturing business with fewer than 200 employees		
Capital less than NTD 80 million (for-profit service business with fewer than 50 employees, capital less than NTD 100 million)		
No record of tax evasion		
No record of termination of government-related projects in the past 5 years.		

### ● Contacts

- E-mail: [sbir@cpc.tw](mailto:sbir@cpc.tw)
- Phone: 0800-888-968/(02) 2396-4828



## ● Business Startup Award

— <https://startupaward.sme.gov.tw/>



Business Startup Award aims at encouraging startups and enterprises to develop innovative product, technology, process or service and create premium business model. The enterprise should be established within less than 5 years and recognized by the competent authority.

## ● Focus areas- Innovative products, technologies, process or service

## ● Winning package

— NT\$ 2,400,000 governmental grants

Eligibility criteria	YES	NO
A Small Medium Enterprise (SME) within Chinese Taipei's Law and established within 5 years		

## ● Contacts

— E-mail: [startup@nasma.org.tw](mailto:startup@nasma.org.tw)

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## Special Thanks To

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**Host**



**經濟部中小企業處**

SMALL AND MEDIUM ENTERPRISE ADMINISTRATION,  
MINISTRY OF ECONOMIC AFFAIRS

**Organizer**



**財團法人中山管理教育基金會**

THE SUN YAT-SEN MANAGEMENT EDUCATION FOUNDATION



**台灣經濟研究院**

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